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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
COLOMBIA

IPF:(1992-96) $ 11 700 000

(COL/91/008) - Strengthening and Institutional
Transfer of a Participatory Model of Public Administration

Date of approval by the AC:[1/]	18 December 1991
Expected duration:	Three years
Proposed executing agency:	Government
Government implementing agency:	National Rehabilitation Plan Directorate
Proposed UNDP contribution:	$ 500 000 Source of funds: IPF
Government cost sharing:	$ 3 181 400
Total UNDP budget:	$ 3 681 400

Project background

The National Rehabilitation Plan (NRP) is one of the mechanism that the Government of Colombia is using to implement its structural reform. Its goal was to provide support to the process of national reconciliation as a response to the revolutionary groups, constituted primarily by M-19, People's Liberation Army, Workers Revolutionary Party, and the Armed Movement Armando Quintin Lame among others, that were conducting operations against the Government. The NRP's role was to design instruments to resolve social conflicts through the political process and to encourage popular participation in government at all levels.

The NRP received technical assistance from UNDP under the project (COL/86/018) Support to the National Rehabilitation Plan from 1986 to 1990. The focus was the physical, economic, and social integration of marginal areas to the rest of the country. An evaluation mission took place in May 1991 to assess project achievements and to make recommendations in relation to the activities that NRP will be undertaking in accordance to new government policies to include also the fight against extreme poverty. The evaluation mission found that the NRP had achieved important results with the assistance of the project (COL/86/018), among which are: (1) a successful sectorial co-ordination of investment in infrastructure as well as in social projects; (2) the development of grass roots organizations called "Municipal Councils of Rehabilitation (MCR)"; (3) an increase in public investment for rehabilitation areas from a level of 4 percent in 1986 to 15 percent in 1990; (4) the creation of a Fund for Special Projects with almost 11,000 projects already financed; (5) the activation of 304 MCRs with an increased popular participation in local elections in

[1/] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

marginal areas; and (6) the reincorporation of a few revolutionary groups to civil life.

As revolutionary groups are assimilated into mainstream politics, the focus of the NRP will center on governmental decentralization and on human development in the least developed areas. The NRP seeks to emulate its success in strengthening the participatory process, promoting greater local autonomy and management to 100 new municipalities that have been assigned. Based on the success of the previous UNDP assistance under the project (COL/86/018) and the importance that the Government attaches to the execution of the NRP, the evaluation mission recommended the implementation of the proposed project to support the new innovative areas of the NRP.

Description of project

The immediate objectives of the project are to: (a) strengthen the participatory process and its transferral as a model of public management to other governmental institutions with links to the private sector with the purpose of increasing the political impact of the NRP, through strengthened and trained MCRs in the participatory process; preparation and distribution of the NRP new role and the implications of the new constitution; establishment of public administration mechanisms applicable to NRP areas and suitable for MCRs use; and promotion of stronger association with the private sector for the implementation of projects; (b) develop the institutional capacity of the NRP to coordinate different sub-programs in the context of its new role and objectives, through the provision of systems to guarantee its own decentralization and with a strengthened capacity to provide support to local administrations; and the organization of a network of institutions that will reinforce the administrative capacity of the NRP delegations; and (c) implement pilot projects to test methodologies and innovative operational systems, through demonstrative projects in municipalities which will employ the new participatory criteria of the NRP that could also be replicated in other municipalities of Colombia and of other counties by the TCDC mechanism.

Inputs

UNDP will provide 840 work-months of international and national professional personnel in participation and decentralization (70 work-months), regional management (35 work-months), institutional coordination and development (70 w0rk-months), community participation (35 work-months), productive and private sectors (70 work-months), evaluation (35 work-months), sectoral planning (35 work-months), political analysis (35 work-months), financial management (35 work-months), judicial matters, peace and reconciliation (105 work-months), project monitoring (70 work-months), public investment (35 work-months), agricultural policies (35 work-months), budget (35 work-months) and short-term consultancies (140 work-months); subcontracts for the provision of services in the productive sector, social sector, infrastructure and regional and municipal development; training programmes and seminars for 272 officials of the NRP, visits and training of MCRs; equipment for transportation and information systems; administrative support; and reporting and sundry costs.

Financial data

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Personnel	1 679 700
Subcontract	1 158 300
Training	128 800
Equipment	565 800
Miscellaneous	148 800
Total	3 681 400